

ANGUS COUNCIL
WORKFORCE PLAN ACTION PLAN
2022-2023

Strategic Workforce Plan Action Plan – Updated January 2022

This Strategic Workforce Plan Action Plan outlines the programme of work the council will undertake to deliver our workforce planning priorities, as described in our Strategic Workforce Plan 2019 to 2024. This Action Plan will be reviewed on an annual basis, updated accordingly with progress, and monitored to ensure it is reflective of the council's wider strategic priorities and outcomes.

Action	Impact	Update	Completion Date	Responsible Officer
Developing our workforce				
Develop a process for identifying secondment opportunities across the council	Creating opportunities for individuals to work in new areas and broaden their skills and experience		Completed	HR/FT
Develop Talent Management and Succession Planning policies	To identify leaders of the future and to ensure clear career pathways are in place	<p>A career development pathway for leaders is under development. This seeks to pull together the currently available learning and experiences which someone could undertake with a view to taking the next step on the leadership ladder.</p> <p>This is the first part of a programme of work to develop talent management and succession planning policies.</p>	31 Dec 2022	HR/JL OD/FP

<p>Develop a Customer Service Strategy and provide associated training</p>	<p>Ensures that our customers are at the heart of everything we do and that our staff are properly equipped to deliver services</p>	<p>A customer service training programme “Owning our Customer Experience” has been developed and delivered to over 150 attendees to date.</p> <p>This programme incorporates taking a trauma informed approach and the council values.</p> <p>Delivered wholly online, this course has been well received by attendees and is well evaluated as being relevant and of value to individuals’ roles.</p> <p>A service design process is also underway to explore improved access to our services for our customers</p>	<p>30 June 2022</p>	<p>SF/DL/OD</p>
<p>Support employees who are re-training as Early Years’ Practitioners</p>	<p>Retrain our existing talent and contribute to successful delivery of the Early Years Expansion Programme</p>	<p>Retraining undertaken</p>	<p>Completed</p>	<p>VS/JL</p>
<p>Upskill employees in order to maximise benefits from commercialization</p>	<p>Contribute to the council’s strategic priority as a “go to” place for business</p>	<p>Work has not commenced on this as yet</p>	<p>31 Dec 2022</p>	<p>OD/SC</p>

and income generation				
Investigate participation in the Equally Safe Workforce Development Plan	A wide range of staff will be trained in awareness of gender equality/ violence against women and girls	<p>Led by Equalities Officer, Angus Council applied for and was successful, in being chosen to be one of 8 pilot local authorities to participate in this national initiative.</p> <p>Equalities, Protecting People (Violence Against Women) and OD rolled out the initiative supported by a group of internal facilitators. Angus Council is the only pilot council to adopt a top down approach to delivering the first module (Together for Gender Equality). All members of the council's leadership fora were invited to participate in the initiative, which was well received.</p> <p>In addition, it was decided that a session for elected members, and three sessions available for any member of staff to participate in would also be offered. ,</p> <p>Feedback from these sessions has also been positive, and</p>	Investigation completed, and participation underway.	HR/DP/OD

		consideration is being given as to how the council will embed the initiative and its outcomes into its violence against women and girls agenda.		
Digital				
Review output from Digital Maturity assessment and refresh Digital skills programme	Our employees have the skills required to enable us to achieve our priorities and our ambition 'to be digital by design' and to meet our corporate priority to be an efficient and effective council. Skills to include Cyber Security	Throughout the year a range of training has been provided on Microsoft teams to support the workforce to begin to use the new teams spaces effectively. Further sessions are planned for 2022.	30 April 2022 and ongoing	IT/OD
Leadership & Management Development				
Review Leadership and Management Development training, ensure our approach incorporates opportunities for all levels of management including within the schools environment	Contributes to a culture and leadership style that reflects organisational values and fosters an environment of accountability	A review of the leadership and management training has taken place. This has seen the development and introduction of a new programme aimed at first level leaders within the organisation (LEAD 1). The first cohort of this programme is currently underway with further cohorts scheduled for 2022.	Review completed – programme ongoing	OD

		LEAD 2 – the new programme aimed at middle managers or those looking to develop their career is currently under development and will be available from 1 st quarter 2022.		
Upskill the workforce to ensure they have the skills to collaborate effectively across the organisation and with citizens and partners	Our employees have the skills and knowledge required to enable them to collaborate effectively	<p>A suite of e-learning on service design and community engagements is currently under development. Both programmes of learning will be available prior to 31 March 2022.</p> <p>Owning our Customer Experience training continues to be delivered and supports colleagues to effectively support both internal and external customers</p>	31 March 2022	OD
Workforce Profiling and Planning				
Review and refresh workforce planning guidance/toolkit and support	To ensure the development of meaningful service and strategic workforce plans	A review and refresh of the guidance, toolkit and support has been undertaken and will be shared with services to use in reviewing and updating their service workforce plans	31 January 2022	HR/PS
Implement arrangements to support the	To ensure we have the right workforce in place to deliver the		Completed	VS/JL

increase in Early Years provision	new and enhanced service			
Undertake a skills audit of the workforce	To ensure we have a clear picture of the range of skills across the organisation	Work has not commenced on this as yet	31 December 2022	OD
Complete review of Workstyles	To create a flexible adaptive workforce that delivers services in the most efficient way and to contribute to the reduction in the council's carbon footprint	A review of workstyles has been undertaken and proposals developed. Employees have been advised of their provisional workstyles and draft associated policies have been considered and agreed by CLT. Formal consultation will take place with employees and trade unions In Feb 2022	31 May 2022	HR/JL
Recruitment and Retention				
Monitor impact of BREXIT on recruitment	To ensure equality and inclusion within our workforce and to identify any potential skills gaps/shortages that emerge	Due to the relatively low number of EU staff employed in the council prior to BREXIT, little impact has emerged to date	Ongoing	HR/DP
Review recruitment practices to develop creative and innovative solutions to address supply/skills shortages in areas	To ensure we have a suitably qualified workforce in place to deliver our services	A working group has been established to focus on opportunities to promote Angus, reach a broader audience and simplify procedures where possible	31 March 2022	HR/FT

of our workforce				
Review recruitment practices to develop creative and innovative solutions to address the gender imbalance in our workforce	To improve the diversity of our workforce	Review of recruitment practices is underway as part of Employer of Choice project	31 March 2022	HR/FT
Review recruitment practices with a race equality lens and address the race imbalance in the workforce	To improve the diversity of our workforce	Review of recruitment practices is underway as part of Employer of Choice project	31 March 2022	HR/FT/DP
Develop an action plan to position the council as an 'Employer of Choice'	Increased ability to attract, recruit and retain talent	A working group has been established to focus on opportunities to promote Angus, reach a broader audience and simplify procedures where possible	31 March 2022	HR/SF
Pursue Armed Forces Covenant Employer Recognition Scheme Gold Award	To support our strategic priority to maximise inclusion and reduce inequalities and to attract diverse talent		Completed	HR/SF
Develop proposals to create training and employment opportunities within	To meet our legal corporate parenting responsibilities and to ensure equality and	Extension of the Guaranteed Job Interview Scheme to include care experienced young people including care leavers and those	30 June 2022	HR/FT/DP

the council for care experienced young people and young people with a disability.	inclusion are embedded in our recruitment practices	with caring responsibilities as well as young people with disabilities has been completed. Ongoing work to improve the diversity of our workforce by reviewing recruitment practices and establishing work experience/work trials/apprenticeships/internships etc. for care experienced young people or young people with disabilities with relevant partners		
Achieve recognition as a 'Happy to Talk Flexible Working' employer	To promote our flexible working practices, strengthen our position as an employer of choice and contribute to our equalities and inclusion agenda	Implementation in line with Employer of Choice work and Agile agenda	31 March 2022	HR/FT
Achieve recognition as a 'Fair Work' Employer	Aligning our workforce development and HR activity to the Fair Work Convention will provide a robust framework for building organisational resilience and sustainability	This work has not commenced as yet	30 November 2022	HR//OD
Develop a framework to identify and support opportunities for	To provide individuals with an opportunity to gain work experience in a relevant field of	Framework in place	Completed	HR/FG

paid internships across the council	interest and to support the recruitment and retention of suitably qualified staff			
Achieve Living Wage Accreditation	To strengthen our position as an employer of choice	Work undertaken to date regarding contractors will need to be reviewed due to the potential impact of the recent pay award	30 April 2022	HR/JL
Review career grade structures across the council	To support the development and retention of talent and to develop career pathways which make accessing a career with the council more achievable	Bench marking completed. Work is ongoing to review these	30 September 2022	HR/FG
Developing our Young Workforce				
Develop and implement a framework which supports Foundation, Modern and Graduate Apprenticeship opportunities	Supporting young people to reach positive destinations when they leave school and creating career opportunities for our workforce of the future	Modern Apprentice Pilot ongoing (expect a cohort 3), additional Graduate Apprentice posts created. Information source and flowchart for progression routes to assist services with workforce planning	Completed	HR/FT
Develop and implement an Apprenticeship Charter which sets	To ensure our young people feel supported and valued	Joint working with MAs to develop and promote apprenticeships' and internships' charter	Completed	HR/FT

out our commitment to young people starting work in the council				
	Safety, Health & Wellbeing			
Implement refreshed Supporting Attendance Policy & Guidance	Staff are supported and encouraged to maintain an acceptable level of attendance at work and ensuring effective service delivery		Completed	HR/FT
Development and Implementation of health and wellbeing resources and events	Our employees have access to information, resources and support during and beyond the pandemic.	A number of initiatives and events have been implemented with further plans for 2022 e.g. virtual health and wellbeing day was held in January 2022, further development of sharepoint site, review of policies, signposting and trial of wellbeing champions	Ongoing	HR/JL/OD
Development and implementation of health and wellbeing action plan to support the council's longer-term strategy	Promoting a culture where well-being is embraced by all and contributes to the council's strategic priorities of being efficient and effective and maximising	An action plan has been developed with a particular focus in managing stress at work and plans are continually reviewed to meet needs	Ongoing	HR/JL/OD

	inclusion and reducing inequalities			
Provide, monitor and review our Employee Assistance Programme	Our employees have access to appropriate counselling support when needed and contributes to the health and wellbeing of our employees	Services continue to be provided and promoted	Ongoing	HR/JL
Employee & TU Engagement				
Develop an Employee Engagement Strategy	Improved communication and a more engaged workforce	Strategy developed and implemented	Completed	OD
Develop consultation and negotiation framework with our Trade Unions	Ensure we have an effective framework in place to support continuing good and effective relationships with our Trade Unions	This is a work in progress with an initial draft completed	31 March 2022	HR/JL/SF?
Reward and Recognition				
Complete Review of Pay & Grading Structure	Ensuring that we have a fair and equitable pay and grading structure in place that creates career pathways for our employees	Draft structure being updated to take account of increase in Living Wage and pay award	31 March 2021	HR/SF/Finance
Continue to promote policies	Our employees are recognised for their	Special Leave implemented. Employer Supported Volunteering	Completed	HR/FT

that recognise our employees' commitment to Volunteering, Children's Panel etc.	contributions, and feel valued and supported by the council in their activities	on hold due to Covid-19 restrictions.		
Recognition initiatives, including Walk in My Shoes, Good Practice Forum and Hive Fives are promoted and embedded within the organisation	Employees are recognised for their work and feel valued for their contribution	HIVE Fives continue to be very well used, with over 4100 HIVE Fives being sent to colleagues across the organisation during 2021. The good practice forums are continuing to run every 6-months with learning being recorded to provide an opportunity for learning from successes	Ongoing	OD/Comms
Engage with staff to discover reasons why there is a low level of completion of equalities information being declared and address these issues	More staff will complete their equality monitoring information to allow us to ensure our practices are non-discriminatory	Staff survey was undertaken in Oct – November 2021, and the analysis of the results is being undertaken with actions being developed	Survey completed	HR/DP
Partnership and Collaboration				
Work with NHS partners to ensure the delivery of the AH&SCP Joint Workforce Plan	To support the delivery of integrated services and the outcomes of the Joint Workforce Plan	This work is ongoing	Ongoing	HR/JL